

A HUMAN RELATIONS PROGRAM
FOR SAN FRANCISCO

Report to Mayor Christopher

by James P. Mitchell

January 2, 1964

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The Honorable George Christopher
Mayor, City of San Francisco
City Hall
San Francisco, California

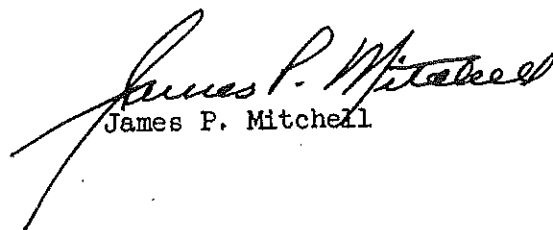
Dear Mayor Christopher:

On September 19, 1963 you appointed me Human Relations Coordinator of San Francisco with the request that I seek, with others, to develop new approaches to the solution of minority group problems in the city.

In the attached report, as well as in certain proposals that I am suggesting for your consideration, I have endeavored to fulfill the assignment which you gave me approximately 3½ months ago. The report and its recommendations reflect the opinions and judgment of many people and organizations concerned with human rights issues in the community as well as my own convictions in this vital area of public policy.

May I take this opportunity to express my deep appreciation to you for the close, continuing support and cooperation which I have received from you as Mayor and from so many city officials of San Francisco during the course of carrying out the task you asked me to undertake.

Sincerely yours,


James P. Mitchell

CONTENTS

1.	INTRODUCTION	Page 1
2.	RECOMMENDATIONS	2
3.	BACKGROUND FINDINGS AND GENERAL OBSERVATIONS	6
4.	EDUCATION'S ROLE IN EMPLOYMENT	10
5.	HOUSING	12
6.	WHAT IS THE CITY'S ROLE?	13

Federated Employers of the Bay Area
 Company Personnel Policies and Practices
 Recommended by Board of Governors 11/22/63

APPENDIX I

Memorandum of Understanding 12/17/63
 San Francisco Retailers Community Relations Group
 CORE
 United Freedom Movement
 Baptist Ministers Union

APPENDIX II

Proposed San Francisco Code of Fair Practices
 Suggested by Mayor George Christopher 9/23/63

APPENDIX III

The Pacific Telephone and Telegraph Company
 Policy Statements on non-discrimination
 issued: July 12, 1957
 August 20, 1959
 June 22, 1962
 July 31, 1963

APPENDIX IV

The Pacific Gas & Electric Company
 Policy Statement on discrimination --
 "Where Does PG&E Stand?" November 1963

APPENDIX V

INTRODUCTION

San Francisco, like all American cities, is caught up in the resolution of Negroes to achieve their legitimate and undeniable goals of integration and equality in American life.

Though these goals are the same the country over, the nature of the crisis differs from city to city. There is, I think, confusion about the nature of the crisis in San Francisco. Some people paint the picture here in worse colors than it is, though admittedly the situation calls for substantial improvement. We should neither minimize nor exaggerate. Here it is not the voting rights of Negroes, or rights to public accommodations, or the right to attend integrated schools that are in question; the problem in San Francisco revolves around and is largely confined to these issues of importance to the community: employment, housing, education and training.

On September 19, 1963, Mayor Christopher gave me the assignment of Human Relations Coordinator for San Francisco. He said my function was to work with others for the elimination of all forms of discrimination in the community. His expectation was that I would make recommendations for a city-wide human relations program in which there could be full community participation.

My recommendations have resulted from extensive, informal and frank discussions with many people in business, in community organizations and in public office. If the proposals I make seem to concentrate on the issue of employment, the reason is that better and broader employment can obviously yield the economic key which will open the door to better housing in better neighborhoods. Our progress toward these objectives will underscore the

need for better and higher levels of education, as well as training programs more effectively geared to the requirements of employment in the Bay Area.

2.

RECOMMENDATIONS

I recommend the creation in San Francisco of a Citizens' Council for Equal Opportunity, to be appointed by the Mayor; to consist of not more than 20 to 30 people -- fewer if practical; and to represent the following areas of community activity (but not necessarily restricted to these activities):

- a. Representatives of all major segments of the minority group community.
- b. Representatives of the clergy.
- c. Representatives of employer and labor organizations.
- d. City officials and representatives of city agencies.
- e. Representatives in the field of housing, education and social service.

The Citizens' Council would provide a forum, in which all influential and concerned elements in the community might participate, to develop and carry out policies and to develop programs for better employment, housing and education for Negroes and other minority groups. The effectiveness of the Council, in turn, will depend upon the ability of its members to speak and act with authority for the organizations they represent, as well as for the Council as a whole.

Task forces should be named by the Citizens' Council to pursue the problems under each of the above headings. This procedure would provide for the participation of professionally and technically equipped people in each of these areas. To assist in carrying out its policies and programs, the Council may wish to appoint a full time executive director.

I would also encourage the Council to consider the establishment of an Employment and Counseling Office to be directed solely to the counseling, guidance and job placement of Negroes and members of other minority groups. This office could be privately financed and provided with a professional staff.

There should be an advisory committee to the Employment and Counseling Office with the function of providing information on what jobs are available and an inventory of available skills. The advisory committee should concern itself with the development of skills through vocational and on-the-job training.

I would suggest that the services and advice of the Employment and Counseling Office be available to all minority groups in the community. But it is clear that the magnitude of the Negro employment problem will determine the priorities of its work and program.

Apart from its main purpose of placing Negroes and members of other minorities in jobs, the Employment and Counseling Office would:

- a. Be a link between the labor market and the schools,
which at present does not effectively exist.
- b. Provide for a screening or job-inventory service
in which applicants could have confidence. This
service would be devoted to helping not just the

unskilled or semi-skilled; it would also be a clearing house for the placement of professional and executive people. One of the practical difficulties which business firms face, especially in the employment of Negroes, is precisely this: finding those with the skills for which there are openings. Though persons with these skills may exist, there may be no ready way to find them. Some central inventory of available Negro skills is therefore much needed.

- c. The Employment and Counseling Office would give a sense of confidence to the individual Negro job applicant about what he is fitted for and what he may not be fitted for. It is highly important to provide, through screening, a means of lessening the sense of rejection and hopeless discouragement which frequently arises in Negroes when they are turned down for jobs. Their tendency, a natural one perhaps, is to assume racial prejudice and to disbelieve the employer's honest explanation: "You don't have the skills we are looking for."
- d. Finally, it would speed the pace of job placements by taking on the responsibility of promoting pre-service, or "vestibule," training to help fit Negroes to enter the job market. For example, a preservice training class for girls who have studied typing but cannot qualify as typists would be a practical help. Possible Federal funds in support of job training could be found to aid in this type of activity.

In these specific recommendations for a continuing community effort, I have given employment No. 1 priority. In so doing, I do not undervalue the work of several agencies devoted to job placement for Negroes: the State Employment Service, with its minority group consultants; the NAACP; the Urban League, and private employment consultants. The Employment and Counseling Office which I propose is not meant to be competitive with such efforts as those of the State Employment Service's minority consultants, who are doing a good job; the purpose of the Employment and Counseling Office would be to bring into the active search for jobs, and for skills to fill them, the participation of employers and labor groups which do not now play that part.

In short, the Employment and Counseling Office would cooperate with and seek to coordinate the activities of all those agencies working to expand employment among Negroes. Yet this office need not necessarily be a permanent operation; on the contrary, it should be established initially to define the dimensions of the Negro employment problem, to provide a place where employers and Negro job applicants can be brought together, and to accelerate the pace of Negro employment. Once its primary tasks had been successfully fulfilled, the existing agencies could carry on as before.

It is also apparent that any effective approach to Negro employment must eventually be Bay Area-wide, and indeed many employers in San Francisco have extensive operations in many of the Bay Area's cities and counties, providing jobs on a regional basis. Certainly the type of social problem with which we are dealing is not confined to any one Bay Area community. It is altogether possible, therefore, that the Citizens' Council and its

Employment and Counseling Office may seek to establish contacts throughout the San Francisco Bay Area and perhaps eventually the Council could function as a regional rather than as a city organization, with appropriate regional membership.

However, I do not believe that it is proper or necessary to outline in detail the structure, the program or the future direction of the Council. When the Council is established, as I hope and trust it would be, it will no doubt determine its own organization, its own procedures and policies. What is suggested here is primarily a concept, a framework, around which a program of action could be initiated and effectively developed.

3.

BACKGROUND FINDINGS AND GENERAL OBSERVATIONS

I should now like to review the facts and findings on which my recommendations are based. I have talked to most of the major groups concerned with the improvement of human relations in this community: the United Freedom Movement, The NAACP, CORE, The Urban League, the San Francisco Council of Churches, the Bi-Racial Problems Study Committee of the San Francisco Bar Association, the Council for Civic Unity, the San Francisco Civil Rights Coordinating Council, the National Conference of Christians and Jews, the Anti-Defamation League, individual city officials, clergymen of all denominations, the Federated Employers of the Bay Area, and many individuals with interest in and knowledge of the problem.

Among the various groups representing the Negro minority, I found a solemn resolve to eliminate discrimination but greatly divided opinions and beliefs as to the methods for pursuing this objective.

The ministers of Negro churches, for instance, are generally in favor of negotiation and conciliation so far as Negro problems are concerned, to the end of enjoying and retaining the good will of the community as progress toward full equality of opportunity is achieved.

On the other hand, there are those in the Negro community who take the view that direct action is necessary. They are convinced that they will meet with resistance and rejection, and that to gain their objectives they must be militant. I should like to express certain reservations concerning the method of direct, uncompromising action in seeking social objectives. It is certainly not the legitimacy of goals that I would question here, but the effectiveness of the means, for direct actionists seem to me likely to discourage, slow down and alienate the response of the rest of the community, just at the point when it shows signs of being ready to move quickly and constructively toward the solution of our human rights problems.

In discussions with the leaders of both the white majority and the Negro minority in San Francisco, we kept returning to the point that the problem of raising the economic standards of Negroes is one in which the San Francisco business community must take the lead. Business must accept this responsibility, not only for its own interest in the total economic health of the city, not only to prevent fringe elements in the racial scene from taking over and forcing solutions that are inconsistent with the welfare of the community, but because it is morally right to do so.

While the business community abhors the extremist position in the movement for Negro rights, as it does in all social and political movements, still we must recognize that in the minds of many Negroes the extreme position is not only reasonable but appears the only position likely to be effective. This presents the business community with the obligation of showing the way, through positive and unmistakable initiatives, toward solutions which avoid the extremes, and indeed make them unnecessary and irrelevant.

I found employers, within the confines of good business, ready to extend better employment opportunities to Negroes, and on a continuing, durable basis. This attitude is found not only among a few employers; it is general, as indicated by the action of the Board of Governors of the Federated Employers of the Bay Area of November 7, 1963, urging their member companies to have "a clearly defined non-discriminatory employment policy."

I have found, moreover, that the urgency of the Federated Employers' appeal for corporate action is recognized by the senior men in industries having the largest payrolls in San Francisco. I believe its stand was influential in the recent understandings reached between the United Freedom Movement and the San Francisco Retailers Community Relations Group and the grocery store and supermarket employers of West Bay Food Industries, Inc.

(The policy statement of the Federated Employers of the Bay Area, the agreement of the San Francisco Retailers Community Relations Group, and other statements will be found in the Appendix.)

Many examples could be cited of corporations having lately issued instructions for a policy of nondiscriminatory hiring, strictly on merit. These indicate the ferment of conviction that is occurring at all management levels as the nature of the problem bears in upon executives who have the ultimate hiring responsibilities in the Bay Area economy.

A typical directive of a San Francisco corporation on equal employment policy reads as follows:

"The Corporation supports the national goal of achieving equal employment opportunity for all persons, regardless of race, creed, color or national origin and will continue to use its best efforts in all its operations to accomplish this goal."

Implementing this, the executives of the corporation are instructed to:

- a. State in all advertisements for employment that the company is "an equal opportunity employer."
- b. Notify private and state employment agencies and recruiting and placement offices of schools and colleges to the same effect.
- c. Make an extra effort to screen a larger percentage of Negro candidates to find qualified employees than they would trouble to do in screening whites.
- d. Review operations to see if more opportunities for Negroes in more kinds of jobs can be opened up through special training or realignment of job duties.

- e. Recruit "aggressively" for minority workers, not waiting for applicants to present themselves at the employment office, but going to special sources, such as local chapters of the Urban League, Negro ministers, schools and other centers active in Negro community life.

4.

EDUCATION'S ROLE IN EMPLOYMENT

I have suggested that the Employment and Counseling Office should be a link between the labor market and the schools. This link is not effective at present. Not always, but too often, the schools are unaware of the demands of the labor market. Adapting the education system to meet the needs of the labor market is urgent to help out not only minority youth, but all youth.

The steady decline in unskilled jobs resulting from technological advance leaves many persons poorly equipped for modern economic life. Even if there were no racial prejudice these people would still face the problem of suitable employment and raising their economic level. This country is going through a revolution of changing skills along with the revolution for Negro equality; the weight of the two creates a social force which is testing the fabric of American society.

We have recently seen in San Francisco the results of a city-wide survey by The NAACP and the State Department of Employment of Negroes wanting better paying jobs. The following dilemma was revealed:

At least 90 per cent of 2500 San Francisco Negroes contacted wanted to be trained for higher skilled jobs at better pay.

But many do not have the education, experience or prior training to qualify them to take the training courses to get the better jobs.

No rapid exit from this corner is going to be found. Yet in the critical situation we face, time is not at our disposal.

Companies that earnestly desire to stimulate Negro employment must be prepared, as many have already shown themselves to be, to change their policies on hiring and upgrading so as to give a chance to Negroes who might otherwise never even qualify for a start on the job ladder.

Some members of the business community look favorably on making concessions to the Negro employee who is behind in the competition for jobs. It is not inconceivable, surely, that private employers should say: "If you have the aptitude but lack the skills, we'll train you."

Economic self-interest pushes business toward non-discrimination in hiring and even toward in-service training for those who do not meet skill requirements. By contributing to the advancement of the Negro minority up the economic scale, the leaders of business and industry in San Francisco recognize that the general economic development of the entire Bay Area will be promoted. These leaders also clearly foresee the coming of the day when the Federal and State governments will begin to use their tremendous economic leverage, as purchasers of billions of dollars worth of goods annually, to oblige contractors and suppliers to prove their good faith about equal employment in order to qualify to do business with the government.

On the day when Government demands firm proof that opportunity for employment in all ranks is a reality for Negroes in any private company with which it places an order, there will be quite a rush of job openings to Negroes. The use of this kind of government leverage will be a political decision whose approach is absolutely certain. Prudence, at the very least, would suggest that industry get ready for it.

5.

HOUSING

Employment and housing are related problems of the Negro minority in San Francisco, and I think it obvious that a sounder approach to employment will assist in the solution of the housing problem. Under the provisions of the Rumford Fair Housing Act, the statewide anti-discrimination statute, the right to purchase or rent housing may not, in general, be denied to Negroes, or other minorities, for reason of race or color only. The effort of some to overthrow this law by a constitutional initiative at the polls next year seems to me altogether destructive of the hopes and prospects for an orderly and growing transition from Negro ghettos.

I have met with members of the Housing Authority in company with representatives of the United Freedom Movement. There are disagreements and dissatisfactions which cannot be denied. However it is my conclusion that the proposed task force of the Citizens' Council for Equal Opportunity which concerns itself with the problem of housing for Negroes should be able to develop specific recommendations in the housing field.

It is evident that there must be better coordination between the Housing Authority and the Redevelopment Agency. A specific example would be how to achieve the transfer of people from temporary war housing at Hunter's Point into better housing; a wide range of measures for ultimately bettering the housing conditions of Negroes in San Francisco is readily conceivable, and it seems self-evident that once the employment problem begins to yield to efforts for its solution, the housing and other problems of the Negro community will tend to become more manageable.

6.

WHAT IS THE CITY'S ROLE?

To summarize my recommendations arising from consultations with various groups in the community, I make the following proposals:

- a. After consulting all interested groups, the Mayor should appoint a Citizens' Council for Equal Opportunity of 20 to 30 members. Both this organization and the Employment and Counseling Office which I also propose should be privately financed. In this way the business community, the Negro community and other minority groups will be better served through having at one point a forum and an instrumentality for bringing the two together and coordinating the efforts of all in this field.

- b. City agencies should look to the Citizens' Council for guidance and recommendations having to do with employment, housing and education of minority groups by the city.
- c. I would recommend against the city's forming any sort of statutory commission for human relations, with all the regulatory powers and negative functions that presumably would go with it. What is needed here to meet the problem is not another statutory body, but a constructive council, serving voluntarily, with quasi-public authority and endowed with the moral backing and purpose of the whole community.

The Mayor and his official establishment must stand behind this Council, giving it every support and lending it every influence. To the extent that the city and county of San Francisco can officially adapt its own employment policies to expand the employment of Negroes into classifications for which they are not normally hired, it should obviously do so.

I am sure I do not need to try to state in dramatic terms the nature of the challenge of racial discrimination which reaches out to the conscience of every one of us. The ingredients which we need for compounding the remedy for the social troubles of this city are quite evident. It is for the San Franciscans of today to revive and reveal once again the tradition of compassion and tolerance which has given warmth and grace to life in this city for nearly two centuries.

FEDERATED EMPLOYERS OF THE BAY AREA

2 Pine Street
San Francisco 11
November 22, 1963

COMPANY PERSONNEL POLICIES AND PRACTICES RECOMMENDED BY
BOARD OF GOVERNORS

On several occasions the Federated Employers has expressed its support and approval of the principles of merit employment. In order to make this policy more explicit the Board of Governors of the Federated Employers on November 7, 1963, authorized and approved the following statement for the consideration of each company member of the Federated Employers. The Board strongly recommends your whole-hearted adoption and support of these principles of merit employment.

Statement of Company Employment Policy: Your company should have a clearly defined non-discriminatory employment policy. All employees should be familiar with your policy. Employees should know that top management expects that members of minority groups will be considered for any position in the work force for which they are properly qualified.

Supervisors who are not aware of the company's policies often assume that members of minority groups are not eligible for certain jobs in the company. Thus, discriminatory practices are not always the result of deliberate intent on the part of management. They sometimes result when top management is not aware that employment discrimination exists in the company and has not taken effective steps to eliminate it.

What is your company policy on this question? Top management has the responsibility for determining company-wide policies. It is recognized that companies which have made effective progress in following policies of "employment on merit, or equal job opportunity" have made their policy known in clear and unequivocal terms, as the first step in preventing employment discrimination by the company's employees.

One of the best ways to make certain that the company policy is known is to put the policy in writing and include it in all copies of supervisory manuals, employee handbooks and other company personnel guides.

Recruitment Methods and Sources: Your company should use recruitment methods and sources which are open to all qualified applicants regardless of race, religion or national origin. Employment agencies should know that they may refer minority group workers to your company for all types of jobs for which they are qualified. Trade schools and business schools from whom you accept applicants should be informed of your policy.

Your company should advertise for prospective employees in a manner which indicates no preference or limitation on applicants because of race, religion or national origin. Employment interviewers and recruiting staff should screen all prospective workers with full consideration of their qualifications for available jobs on a merit basis. Is it generally known in the community that your company does not hire minority group workers or that they are hired only for certain jobs? If so, you should change your recruiting practices to conform with the principles of merit employment and with the California Fair Employment Practice Act.

Employee Training and Apprenticeship Programs: Access to training and apprenticeship opportunities is the key to employment in skilled jobs. Selection of candidates for training and apprenticeship should be made without regard to race, religion or national origin so that minority group workers will be given consideration for these opportunities for advancement.

Efforts should be made to see that all qualified members of minority groups are given the same opportunity to be selected for training or apprenticeship as are other employees. Are such opportunities now open to all qualified workers? What is the attitude of the union about apprentices from minority groups? Your supervisors should recommend minority group members for training on the same basis as other employees.

Promotion, Upgrading, Layoff and Recall, or Discharge: Merit employment principles apply not only to the hiring of new employees. They apply to all the terms, conditions and benefits of employment. This includes consideration for promotion, upgrading, layoff, etc. The decision to promote or lay off an employee is ordinarily not a matter of pure seniority alone but may be based upon merit, ability, work performance, and production needs of the company as well as length of service and seniority. You should review your practices and make sure they conform with merit employment principles.

Personnel Records and Forms: All company personnel records should be reviewed with attention to revising existing forms so as to delete objectionable items except where such information is required of the employer by applicable governmental security regulations. This applies to forms and records and existing files of personnel information concerning applicants, former employees and present employees. A distinction is made between information which may be obtained before hiring and information which may be obtained after hiring.

No inquiries or specifications, direct or indirect, may be made concerning a job applicant's race, religious creed, color, national origin, or ancestry. However, this does not otherwise limit the right of employers to seek full information about prospective employees or to establish essential job performance qualifications. Whatever employment qualifications or standards are established should be applied equally to all persons.

Recommended Policy For Merit Employment: If your company does not have a clear statement of merit employment policy in writing we recommend your adoption of the following:

"The over-all qualification requirements of the job shall be the determining factor in the selection and placement of applicants and employees. Race, creed, color, national origin are not factors in the selection and placement of employees, nor in any other aspect of employment, such as promotion, demotion, transfer, layoff or termination, rates of pay, selection for training, etc."

To implement this policy, you should be certain that:

1. All supervisors and others concerned with your hiring procedures are fully aware of the company's policy.
2. The company's policy is brought to the attention of all employees and incorporated in your personnel manuals, employee handbooks and other company personnel guides.
3. All schools, employment agencies and labor unions from which you obtain applicants are notified that your company observes an equal employment opportunity policy.
4. All newspaper and other advertising for prospective employees clearly designate your company as "an equal opportunity employer."
5. All your company application and other personnel record forms contain no items which might indicate race, creed, color, or national origin.
6. Your employment and personnel practices are reviewed periodically to see how well they are being applied with respect to merit employment policies.

(November 22, 1963)

William H. Smith
Executive Vice President

MEMORANDUM OF UNDERSTANDING

December 17, 1963

San Francisco Retailers Community Relations Group
CORE
United Freedom Movement
Baptist Ministers Union

As a result of discussions entered into by CORE with certain of the member stores of the San Francisco Retailers Community Relations Group, and concluded by further discussions with the United Freedom Movement and CORE and the Baptist Ministers Union, representatives of the San Francisco Retailers Community Relations Group and the United Freedom Movement have reached the following understanding. It is agreed that effective immediately upon the signing of this Memorandum of Understanding that all boycotting, picketing and other concerted activities by any member of the United Freedom Movement will cease and desist.

The San Francisco Retailers Community Relations Group, on behalf of its member stores located in the City of San Francisco subscribes to the following program. Each member store will:

1. Reaffirm that they are "EQUAL OPPORTUNITY EMPLOYERS" in all phases of their hiring and promotional policies.
2. Inform all of their employees regarding these EQUAL OPPORTUNITY hiring and promotional policies.
3. Conspicuously post EQUAL OPPORTUNITY EMPLOYER notices or signs in the personnel offices and on store bulletin boards.
4. Inform all employment agencies, unions, and other personnel recruitment sources of their positive employment policies.
5. Include in prominent lettering the words "EQUAL OPPORTUNITY EMPLOYER" in "Help Wanted" advertisements in public media.
6. Recognize their social responsibility and affirm their positive employment policies, including the following:
 - a. Although Christmas hiring has been substantially completed at the present time, the retail stores will make every effort to consider qualified minority group applicants for such job vacancies as may occur now and in the future. This good faith hiring will be in accord with the stores' regular EQUAL OPPORTUNITY policy, and temporary minority group employees will be given an opportunity for permanent jobs.

- b. Continuous efforts will be made to recruit qualified minority group persons on a non-discriminatory basis, as part of a long-range program, in job categories where there is currently little or no representation. This will include all office and clerical and sales personnel, warehousing and merchandise handling, and supervision.
- c. Where the jobs stipulated in (b) require special skills and training programs, and where these skills are in short supply among minority groups, the Group will pursue an active program of recruitment and training of qualified minority group persons.
- d. The San Francisco Retailers Community Relations Group will inform the minority group specialist of the Department of Employment of this program and will request the Department of Employment's aid in increasing minority group representation in the various job categories.
- e. The stores will advertise in such ways as to fully inform the minority groups of the opportunities for employment. This will include:
 - Contacting of counselors at area high schools with large minority populations to inform them of the opportunities available in the retail trades; sending representative to "career days" at these high schools; and supporting distributive education programs where they exist.
- 7. The stores recognize the necessity of making progress and measuring the progress resulting from the foregoing programs. In order to evaluate progress and implement its equal opportunity hiring practices, representatives of the San Francisco Retailers Community Relations Group will meet with representatives of the United Freedom Movement to review the progress in relations to improvement and promotional opportunities of minority groups. These meetings will be held at least monthly commencing January 15, 1964. At these meetings the San Francisco Retailers Community Relations Group will report the following:
 - a. Methods used by individual member stores to inform all employes, including supervisors and personnel interviewers of stores' equal opportunity policy.
 - b. That notices have been posted relative to equal opportunity policies in individual member stores.

- c. Communications by individual stores regarding equal opportunity employment program to all of its employment sources.
- d. Recapitulation of help-wanted ads placed by member stores broken down by periodicals in which they appeared.
- e. Methods of recruitment used by individual member stores concerning minority groups.
- f. Results of meetings with California Department of Employment minority group specialists and also employment resulting from listing job openings with the Department of Employment.
- g. Participation by various store representatives in "career days" at local schools.
- h. Contacts made with the distributive education representatives.
- i. Contacts made and meetings held with various minority group organizations to inform their interested members concerning "careers in retail stores."
- j. Training and education:
 - (1) Programs developed in cooperation with public school system.
 - (2) Programs developed under Manpower Training Act.
 - (3) On-the-job training methods and courses and minority group participation.
 - (4) Use of existing apprentice programs and the implementation of them.
- k. Progress in employment - Individual member stores will report to the San Francisco Retailers Community Relations Group, as of the first day of January 1964, and each three months thereafter, total employment figures in categories of Caucasian and Non-Caucasian, and Non-Caucasian broken down into Negroes and others. These employment figures will be further broken down into the following groups: (1) Sales (2) Office and Clerical (3) Merchandise Handling (4) All Other Non-Selling (5) Supervision.

1. It is contemplated that discussions concerning any of the individual member stores will be conducted during the meetings referred to above and that in order to implement these discussions arrangements will be made upon request for guided tours of any individual store.
8. This represents the basic principles of a continuing, cooperative effort to develop and implement uniform, equitable and non-discriminatory employment progress in the retailing industry in San Francisco. These principles are subject to periodic review and may be modified by mutual agreement.
9. Attached is a current list of the member stores of the San Francisco Retailers Community Relations Group as of this date. Membership in this group is voluntary. The San Francisco Retailers Community Relations Group will notify United Freedom Movement of changes made in membership.

FOR UNITED SAN FRANCISCO FREEDOM MOVEMENT

/s/ Joseph B. Williams

FOR THE CONGRESS OF RACIAL EQUALITY

/s/ William H. Bradley, Jr.

FOR THE BAPTIST MINISTERS UNION

/s/ Willie L. Brown, Jr.

FOR THE SAN FRANCISCO RETAILERS
COMMUNITY RELATIONS GROUP

/s/ Vincent H. Brown

/s/ James W. Coutts, Brig.Gen.
USA (Ret)

Dated: December 17, 1963

MEMBER STORES OF SAN FRANCISCO RETAILERS COMMUNITY RELATIONS GROUP

Bond Clothes
Bullock & Jones Co.
City of Paris
H. S. Crocker Co.
Dohrmann's
The Emporium
Gump's
Hale's Department Store
Hartfield's
Hasting's
Lachman Bros.
Lane Bryant
H. Liebes & Co.
Livingston Bros.
Macy's San Francisco
I. Magnin & Co.
Joseph Magnin Co.
Maison Mendessolle
Frank More Shoe Shop
Pauson's
J. C. Penney Co.
Ranschoffs
Redlicks
Roos/Atkins
Sherman, Clay & Co.
W. & J. Sloane
Union Furniture Co.
Weinstein Co., Inc.
The White House
Wiley Furniture Co.

PROPOSED SAN FRANCISCO CODE OF FAIR PRACTICES
Suggested by Mayor George Christopher
September 23, 1963

PREAMBLE - MAYOR'S OFFICE, CITY & COUNTY OF SAN FRANCISCO

The United States of America, and the political subdivisions thereof, were established on the principle that all men are created equal, and are entitled to pursue the blessings of our Democracy without obstruction through racial or religious prejudice.

The City and County of San Francisco seeks to implement the tenets of the Constitution by enunciating these principles in the form of an official policy of procedure.

As Mayor of San Francisco, and in conformity with the doctrines of our Constitution, I hereby proclaim the following Code of Governmental Procedure in matters relating to racial relations.

ARTICLE I

Nondiscrimination is the official policy of the City and County of San Francisco, and every action shall be taken by Executives, Commissions, and Department Heads to assure equality of opportunity for all citizens in the various areas of official activity.

ARTICLE II

All city employees shall be graded, assigned, trained and evaluated on the basis of merit, without regard to race, color, religion or national origin.

The Civil Service Commission shall conduct continuing studies to assure the fulfillment of these objectives, and the examination processes shall be reviewed regularly to guarantee there are no prejudicial human appraisals made, either consciously or inadvertently.

ARTICLE III

All services pertaining to the City Government, whether being rendered or received, shall be performed without discrimination based on race, religion, color or national origin, and no facility of the City and County shall be used in furtherance of any discriminatory practice. All departments shall continually appraise their operations to ascertain possible instances of noncompliance with this policy.

ARTICLE IV

Educational facilities and city training programs in general shall be conducted to encourage the fullest development of the interests, aptitudes, skills and capacities of all students and trainees, and particular attention shall be given to the problems of the culturally deprived, educationally handicapped and those handicapped by economic circumstances. The objective in this instance will be to expand training opportunities and encourage a larger number of participants to increase the levels of opportunity.

ARTICLE V

City and County agencies empowered to issue licenses shall not consider race, color, religion or national origin in granting or denying any permit or license, and all businesses so licensed shall operate on a nondiscriminatory basis.

- (b)
(3) It shall be permissible and lawful for an employer, subsequent to the employment of any individual, to require, secure and record any such information concerning an employee, including a photograph of such employee, if such inquiries are reasonably necessary to the operation of the employer's firm or business and such information is not used for the purpose of violating this Ordinance. The right to require, secure and record such information shall be subject to the power of the Commission to impose limitations thereon in appropriate cases."

As I interpret this new ordinance, it is entirely consistent with our Company's well-established policy which is to employ and promote without regard to race, color, religion, ancestry, national origin or place of birth. However, this now becomes a matter of law as well as policy. Therefore every supervisor responsible for employment matters should be aware of the provisions of the law and be prepared to faithfully carry them out.

The complete ordinance is rather lengthy. As soon as copies are available, I will send them to those responsible for such matters.

/s/ E. D. Maloney
Vice President and
General Manager

Northern California Area
Of Pacific Telephone

NEWS FOR EMPLOYEES

August 20, 1959

TO ALL EMPLOYEES:

In connection with the recent fair employment practice legislation passed in California, we are re-stating for all employees our Company's employment policy, which has been in effect for many years.

Employment Policy

"It is the practice and policy of The Pacific Telephone and Telegraph Company to afford opportunity in employment without discrimination because of race, religious creed, color, national origin or ancestry. Selection for and advancement during employment is made solely on the basis of individual qualifications for the available opening."

We believe this policy is consistent with the new "California Fair Employment Practice Act," which becomes effective September 18, 1959.

Section 1420 of the new California law defines unlawful employment practices as follows:

"It shall be an unlawful employment practice, unless based upon a bona fide occupational qualification, or, except where based upon applicable security regulations established by the United States or the State of California:

(a) For an employer, because of the race, religious creed, color, national origin, or ancestry of any person, to refuse to hire or employ him or to bar or to discharge from employment such person, or to discriminate against such person in compensation or in terms, conditions or privileges of employment.

(b) For a labor organization, because of the race, religious creed, color, national origin, or ancestry of any person, to exclude, expel or restrict from its membership such person, or to provide only second-class or segregated membership or to discriminate in any way against any of its members or against any employer or against any person employed by an employer.

(c) For any employer or employment agency to print or circulate or cause to be printed or circulated any publication, or to use any form of application for employment or to make any inquiry in connection with prospective employment, which expresses, directly or indirectly, any limitation, specification or discrimination as to race, religious creed, color, national origin, or ancestry or any intent to make any such limitation, specification or discrimination.

(d) For any employer, labor organization or employment agency to discharge, expel or otherwise discriminate against any person because he has opposed any practices forbidden under this act or because he has filed a complaint, testified or assisted in any proceeding under this part.

(e) For any person to aid, abet, incite, compel, or coerce the doing of any of the acts forbidden under this part, or to attempt to do so."

The Act also provides that the Governor will appoint a five-man Commission, whose general function will be to administer the provisions of the Act.

If you have any questions regarding this legislation, you may refer them to your supervisor. If you would like a copy of the entire Act, your supervisor will be glad to obtain one for you.

SPECIAL Information for Employees of Pacific Telephone

No. 24
Pacific Telephone Headquarters, San Francisco,
June 22, 1962

PLAN FOR PROGRESS

An equal employment opportunity "Plan for Progress" was signed for Pacific Telephone by Vice President E. D. Maloney in Washington, D. C. today.

The "Plan for Progress" reaffirms the company's policy of providing equal opportunity for employment and advancement based on merit, without regard to race, creed, color or national origin.

This objective is morally right and proper and it is sound business management. As human beings, we recognize the injustice of job discrimination because of race, creed, color or national origin. And any business touching the lives of millions of citizens should aim to conduct its activities on a high moral level.

Under the "Plan for Progress," the company undertook to publicize its policy, and to insure that all telephone people, including members of minority groups, are treated without discrimination as regards recruiting, placement, transfers, promotions, training and facilities.

The President's Committee on Equal Employment Opportunity undertook to solicit the aid of various agencies of federal and state government for Pacific Telephone's recruiting program.

If you wish more information about the Plan, a copy is being sent to your supervisor, and he or she will be glad to show it to you.

END

SPECIAL is issued by the General Administration Employee Information Office
in San Francisco

San Francisco, July 31, 1963

TO ALL MANAGEMENT EMPLOYEES:

Below is a copy of a letter from the President of our Company, Mr. C. O. Lindeman. I urge you to review it carefully and be certain that the policy stated therein is carried out at all times.

/s/ G. M. Dean

THE PACIFIC TELEPHONE AND TELEGRAPH COMPANY

140 New Montgomery Street . San Francisco 5, California

C.O.Lindeman
President

July 30, 1963

G. M. DEAN, VICE PRESIDENT AND GENERAL MANAGER, San Francisco:

For many years Pacific Telephone has operated under a policy of non-discrimination in employment. The Company's "Plan for Progress," which Mr. Maloney and Vice President Lyndon B. Johnson signed in Washington, D.C., on June 22, 1962 reaffirmed this policy. The Plan also committed the company to "affirmative action" toward reaching the goal of full equality of employment opportunity without regard to race, creed, color or national origin.

This letter is to emphasize that commitment and to point up the responsibility that all management people have in its implementation.

Throughout the country the question of equal opportunity for all persons is before the public. New legislation on this subject is currently before the National Congress.

The fact that the number of non-white employees on the Company's pay-rolls has increased during the past year is evidence that progress has been made in Pacific Telephone. However, further progress must be made as we go into the future. Everyone of us has a responsibility to assure that the Company policy of merit employment and promotion without regard to race, creed, color or national origin is effectively administered.

Will you please see that this message is reviewed with each of our management people and personally follow our progress to assure that we are achieving our objectives of equal opportunity for all applicants and employees.

/s/ C. O. Lindeman

DISCRIMINATION -- Where Does PG&E Stand?

Article from PG&E LIFE (publication for
PG&E employees), issue of November, 1963

The Negro's struggle to gain racial equality has erupted into the nation's most pressing domestic problem. Daily headlines are prodding individuals to regard their conscience, their company and their community -- and to ask where each stands on this moral issue.

Lest there be any misunderstanding about PG&E's attitude, a group of Personnel Relations officials recently held a series of employment workshops with supervisors throughout the system. One point was emphasized time and again:

"PG&E hires and promotes without regard to race, color, creed or ancestry!"

This is no recent policy. There are many veteran PG&E'ers of varied ethnic backgrounds to prove it, points out Harry M. McKnight, Personnel Relations manager.

And while current events show the need to re-emphasize this policy, much more than mere restatement is being done. Says Vice President and General Manager S. L. Sibley:

"While our supervisors and employees are aware of our employment policy, we recognize that individuals may differ in their opinions and feelings. Therefore we have taken positive steps to assure compliance with this policy and we shall continue to do so."

So that there will be no doubt, Mr. Sibley spells out Company policy in a formal statement:

"The Pacific Gas and Electric Company employs people on the basis of individual merit and qualifications and promotes on the basis of performance, demonstrated ability and seniority. We do so without regard to race, color, creed, national origin or ancestry in accordance with our needs for manpower and particular skills.

"Employment generally is at beginning levels, with advancement in accordance with the above policy and practice. Our responsibility to our customers to provide the most efficient service possible requires that we employ people who can perform efficiently and meet our qualifications.

"All applicants receive equal opportunity for employment in all categories of work."

Discrimination, in short, has no place at PG&E.

Although there can be no preferential hiring (this would be illegal as well as immoral), Company officials are working to encourage applications from qualified Negroes and other minority group members.

Company recruiters, on their annual cross-country swing seeking engineering talent at American colleges, stop at such Negro schools as Tuskegee Institute. Company officials and local managers have long been in contact with Negro leaders in various communities on this problem of finding qualified help from all segments of the population. And the Company's "help wanted" advertisements carry the pledge: "An Equal Opportunity Employer."

Members of minority groups already hold responsible positions within the Company. Their numbers no doubt will increase in the future -- for promotion, too, is covered in PG&E's policy of non-discrimination.

All these efforts are aimed at preserving opportunities at PG&E for members of minority groups -- being sure that we are being fair to everyone.

The extent of the success of these efforts depends partly upon another closely allied problem, one which Company officials and individual PG&E'ers are considering with great concern. This is the problem of the alarming number of students who drop out of school and thus virtually eliminate themselves from the ranks of qualified job-seekers.

The bulk of these drop-outs are often children of minorities, who then become further handicapped by their educational shortcomings. But the incentives to remain in school will become more obvious as the nation's industries generally broaden their hiring base.

To accomplish this -- to extend equal opportunities to all, without regard for race, color, creed or ancestry -- is PG&E's firm policy.

In these times, it bears repeating.

Northern California Area
Of Pacific Telephone

MANAGEMENT TOPICS

San Francisco, July 12, 1957

TO OUR SAN FRANCISCO MANAGEMENT PEOPLE:

On July 10, 1957, Mayor George Christopher signed an ordinance previously passed by the Board of Supervisors of the City and County of San Francisco. This ordinance, which becomes effective in 30 days, prohibits discriminatory practices in employment because of race, color, religion, ancestry, national origin or place of birth by employers, employment agencies, labor organizations, and others. A Commission on Equal Employment Opportunity has been created with certain duties and powers to implement the new ordinance.

I think the purpose of this ordinance and the philosophy behind it are best expressed in the following excerpts which I quote from Sections 2 and 5:

"SECTION 2. - DECLARATION OF POLICY

It is hereby declared that every inhabitant of this City and County has the right to equal employment opportunity without being subjected to discrimination because of race, religion, color, ancestry, national origin or place of birth.

"SECTION 5. - UNLAWFUL EMPLOYMENT PRACTICES

It shall be an unlawful employment practice, except where based upon applicable security regulations established by the United States, by the State of California, or by the City and County of San Francisco:

- (a) For any employer to refuse to hire any individual or to otherwise discriminate against any individual with respect to hiring, tenure, compensation, promotion, discharge or any other terms, conditions or benefits of employment, because of race, color, religion, ancestry, national origin or place of birth;
- (b)
 - (1) For any employer, employment agency, or labor organization to use any form of application for employment or membership containing questions or entries regarding race, color, religion, ancestry or national origin;
 - (2) For any employer, employment agency or labor organization to require of any applicant for employment or membership any information concerning race, color, religion, ancestry or national origin;